



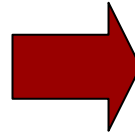


# Army Civilian Corps Creed

I am an Army Civilian – a member of the Army Team  
I am dedicated to our Army, our Soldiers and Civilians  
I will always support the mission  
I provide stability and continuity during war and peace  
I support and defend the Constitution of the United States and consider it  
an honor to serve our Nation and our Army  
I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor,  
Integrity, and Personal Courage  
I am an Army Civilian

# *What's Changed...*

- Global War on Terrorism
- Army civilians are deployed more frequently
- Significant mil-civ conversion
- NSPS



## *Army Required*

### **MULTI-SKILLED LEADERS**

- Strategic & creative thinkers
- Builders of leaders and teams
- Competent full spectrum warfighter or accomplished professional who supports **THE SOLDIER**
- Effective in managing, leading & changing large organizations
- Skilled in governance, statesmanship, and diplomacy
- Understand cultural context, and work effectively across it


*Leader development is an investment in the Army and our Nation's future.*

*LTG James J. Lovelace, Army G-3/5/7*

# **Growing Army Leaders in the 21st Century...**

## **The “Pentathlete”**

- **Multi-Skilled Leader**
- **Leader Attributes**



**Personifies the  
Army Civilian Corps Creed  
in all aspects from mission support  
to statesmanship to  
enterprise management...**

**It's a way of life**



# Army Leaders in the 21st Century

## "The Pentathlete"

### Multi-skilled Leader

- Strategic and creative thinker
- Builder of leaders and teams
- Competent full spectrum warfighter or accomplished professional who supports the Soldier
- Effective in managing, leading, and changing large organizations
- Skilled in governance, statesmanship, and diplomacy
- Understands cultural context, and works effectively across it



Personifies the Warrior Ethos in all aspects, from war fighting to statesmanship to enterprise management ... It's a way of life.

### Leader Attributes

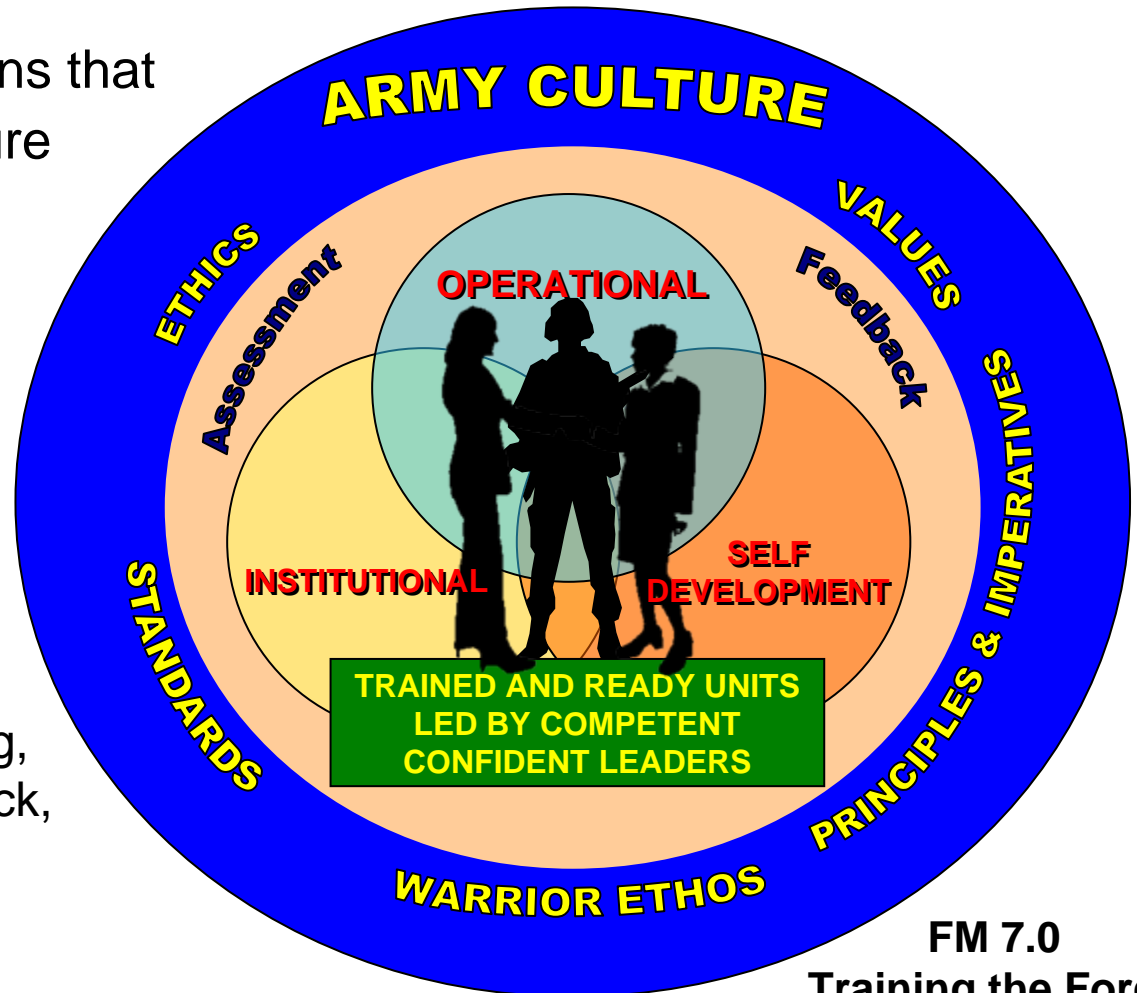
- Sets the standard for integrity and character
- Confident and competent decision-maker in uncertain situations:
  - Prudent risk taker
  - Innovative
  - Adaptive
  - Accountable
- Empathetic and always positive
- Professionally educated and dedicated to life-long learning
- Effective communicator

# Army Training & Leader Development Model

Identifies important interactions that develop leaders for the future

✓ Three core domains (operational, institutional, and self-development) that shape critical learning experiences throughout a career.

✓ A continuous cycle of counseling, coaching, mentoring, education, assessment, feedback, remediation and reinforcement.



FM 7.0  
Training the Force

As leaders progress in their career and face new challenges we must develop them to meet those challenges.

# Self-Awareness

*Self-development begins with self-awareness*

*Being aware of oneself, including one's traits, feelings and behaviors*



## ***How to become self-aware....***

- Open to feedback from multiple sources, including peers, subordinates and superiors
- Obtain coaching and feedback from mentors

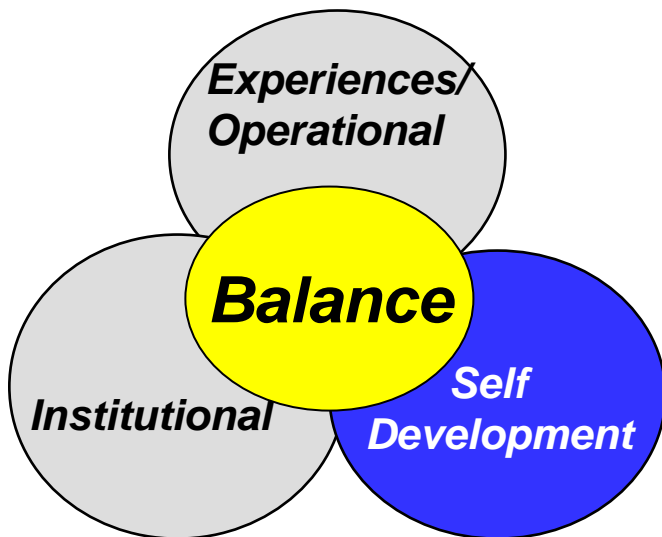
## ***Multi-rater assessments and After Action Reviews***

**Lead with the full awareness of the nature and effects of your decisions.**

# Self-Development

*To master the profession at every level, leaders must make a lifelong commitment to lifelong learning. FM 6-22, Army Leadership*

Self-development begins with a motivated person,  
supplemented by a concerted team

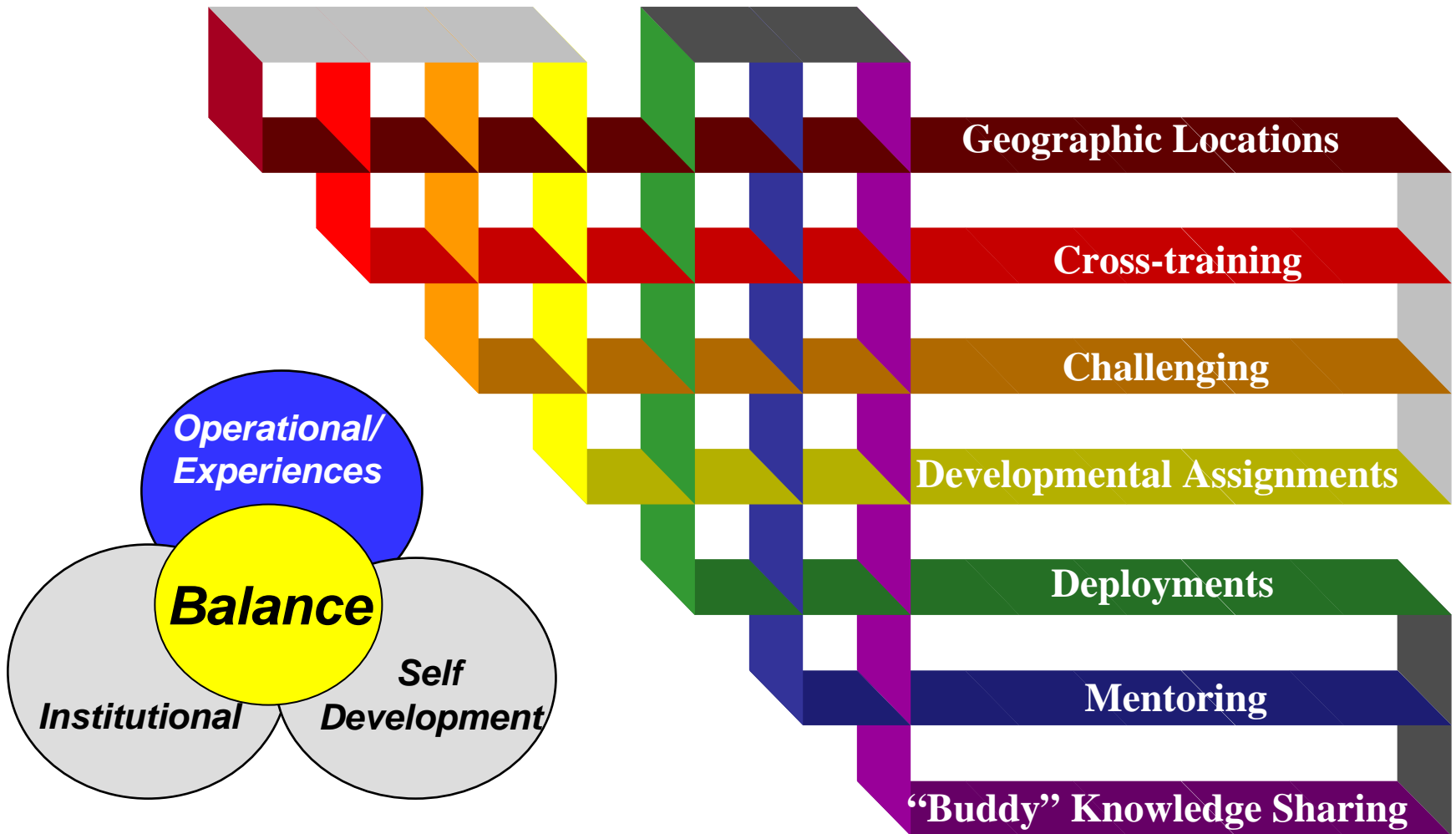


## **Self-Development ideas**

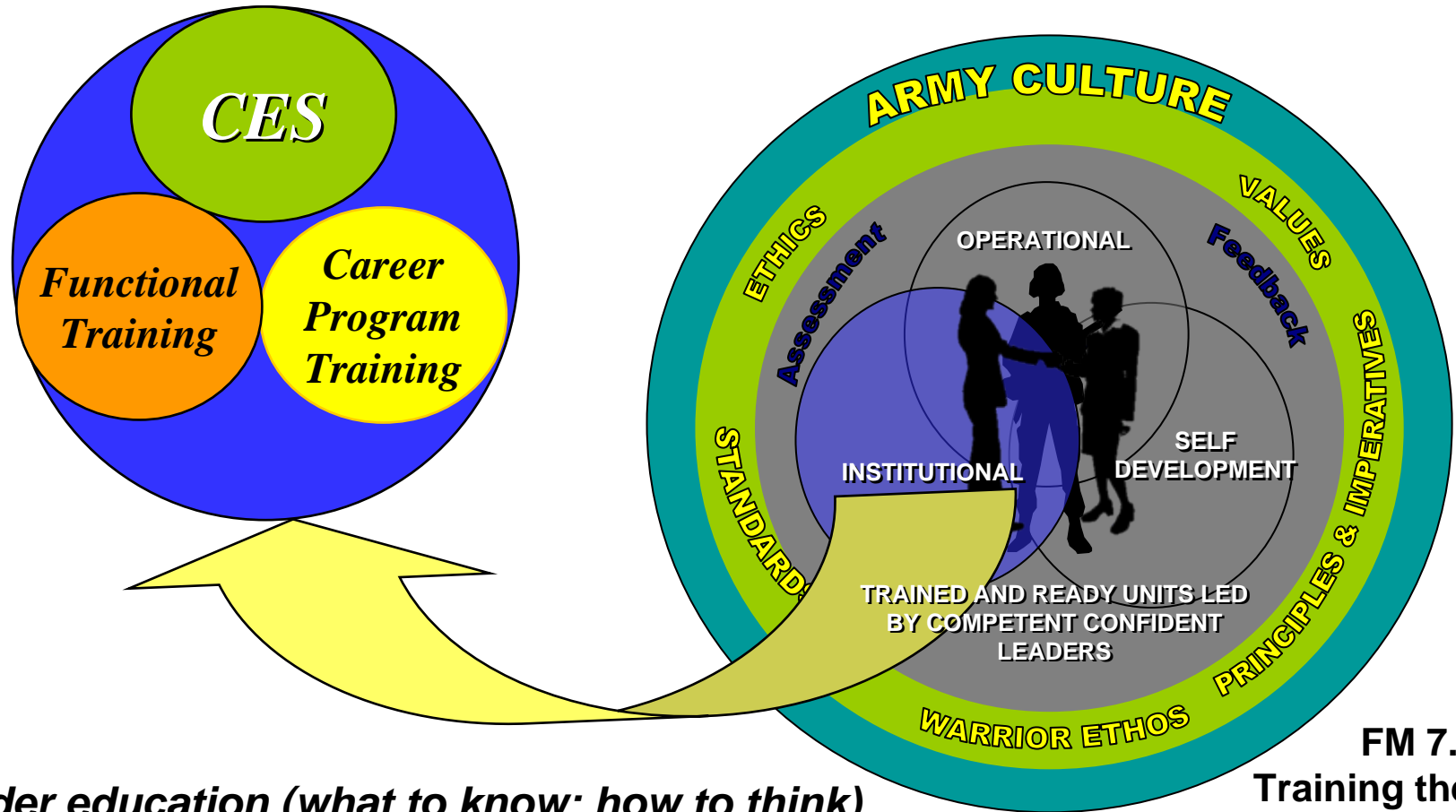
*professional reading, writing program,  
professional conferences, affiliations with  
professional organizations, advance schooling,  
and correspondence courses*



# Operational/Experiences



# Institutional



FM 7.0  
Training the Force

*Leader education (what to know; how to think)*  
*Character (how to be)*  
*Training (how to do)*

**Army Training and Leader Development Model**

# Residential Campus Locations

***Fort Belvoir, Virginia***

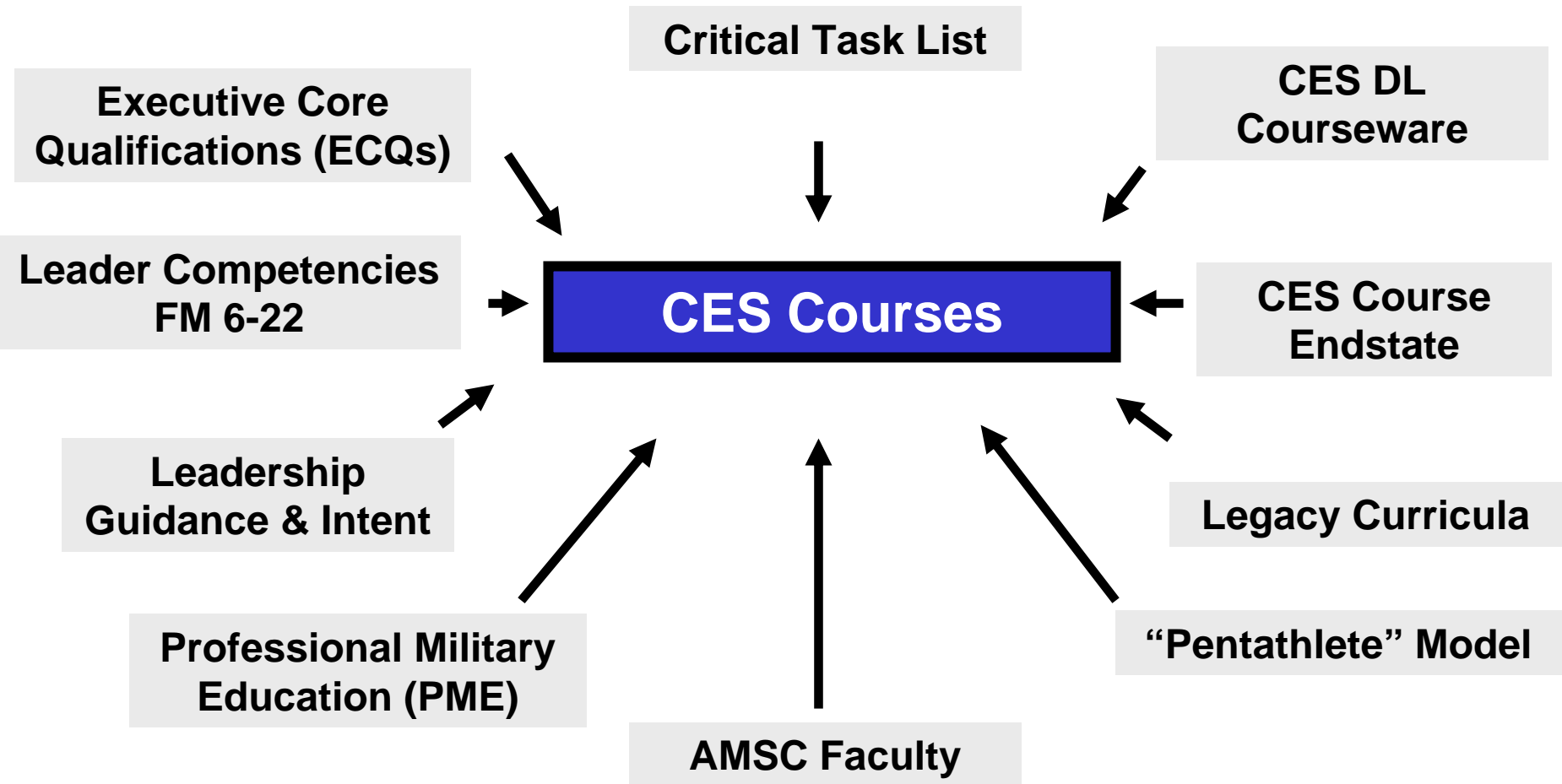
Intermediate Course  
Advanced Course




Basic Course

***Fort Leavenworth, Kansas***

# CES Course Design



# Civilian Leader Development Program

•DL open to all Army Civilians	•Team Leaders •First Time Supervisors •Program - Project Mgrs	•Supervisors •Managers •Program Mgrs – Project Mgrs	• GS13 above or comp PB/NAF •Supervisors •Managers •Program Mgrs	•GS 14/15 or comp PB/NAF •Board Selection
				Senior Service School
				DOD Defense Leadership & Management Program (DLAMP)
				Advanced Course (AC) – DL & Resident
				Manager Development Course (MDC) – DL
				Intermediate Course (IC) – DL & Resident
				Basic Course (BC) – DL & Resident
Supervisory Development Course (SDC) – DL				
Action Officer Development Course (AODC) – DL				
Foundation Course (FC) – DL				

\*\*PB – Pay Band NAF – Non Appropriated Funds

Red – On-line courses Blue – New CES courses



# Civilian Leader Development Online Courses

**Distributed Learning (dL) Available Through the Web**

## **Supervisor Development Course**

**Provides supervisors and managers with civilian administration skills such as work management and basic supervision**

**Required for employees in supervisory and management positions**



## **Manager Development Course**

**Assists supervisors and managers with basic skills for managing work and leading people**

**Recommended for all civilians in supervisory and management positions**

## **Action Officer Development Course**

**Designed for civilians who “work actions” on behalf of senior staff officers or commanders**

**Required for interns  
Completion required before they complete the intern program**



# Foundation Course

57 Hours Distributed Learning (dL)

**DA Civilian who understands and appreciates Army values and customs; serves professionally as a member of the Department of the Army; acquires foundation competencies for leader development**

**Knows Army leadership and doctrine**

**Organizes daily activities**

**Applies the skills for increasing self-awareness**

**Knows how to build teams, and practices group dynamics**

**Comprehends career progression for DA civilians**

**Meets DA administrative requirements**

**Applies effective communication principles**

# Foundation Course

## Enrollment Information

DL available for  
self-development

### Eligibility

- All DA Civilian employees
- Military and other DoD employees

### Required Attendees

- Foundation Course is required for interns, team leaders, supervisors, and managers employed after 30 Sep 2006

### Admission Priority

- Available by dL

### Course Credit/Substitution

- Army civilians employed before 30 Sep 2006 are not required to take the FC and will receive credit for this course

# Basic Course

2 Weeks Resident, 43.5 Hours dL

DA civilian who understands and applies basic leadership skills to lead and care for small teams successfully; applies effective communication skills to build a team; demonstrates internal and external awareness and directs team accordingly; develops and mentors subordinates

**Applies  
leadership  
Skills**

**Complies  
with  
applicable  
laws**

**Improves self  
and  
subordinates**

**Demonstrates  
leader  
attributes**

**Manages  
mission  
accomplishment**

# Basic Course

## Enrollment Information

**DL available for  
self-development**

### **Eligibility**

- **Army civilian employees who lead teams, or in supervisory or managerial positions**
- **Army civilian program/project managers**
- **Military supervisors of civilians and other DoD employees**

### **Prerequisite for Resident Phase**

**Foundation Course, if required**

### **Course Credit/Substitution for Resident Phase**

**Courses: LEAD, OBC/BOLC, WOAC, ANCOC or more advanced level**



# Intermediate Course

3 Weeks Resident, 91 Hours dL

**DA civilian skilled in leading; managing human and financial resources; implementing change; directing program management and systems integration; displaying flexibility, resilience, and focus on mission**

**Develops leader attributes**

**Generates mission accomplishment**

**Develops management skills**

**Prepares an organization for the future**

**Develops improved communication skills**

# Intermediate Course

## Enrollment Information

DL available for  
self-development

### Eligibility

- Army leaders in permanent appointments to supervisory or managerial positions
- Army civilian program/project managers
- Military supervisors of civilians and other DoD employees

### Prerequisite for Resident Phase

Foundation Course, if required  
Basic Course or substitution

### Course Credit/Substitution for Resident Phase

Courses: OLE, CCC, WOSC, FSC or more advanced level

# **Advanced Course**

**4 Weeks Resident, 67 Hours dL**

**DA civilian leader skilled in leading a complex organization; managing human and financial resources; leading change; inspiring vision and creativity; directing program management and systems integration; displaying flexibility, resilience, and focus on mission**

**Leads people in a complex organization**

**Leads a complex organization, and inspires vision and creativity**

**Operates within an environment of integrated systems, with a focus on mission**

# Advanced Course

## Enrollment Information

**DL available for  
self-development**

### **Eligibility**

- Army employees in permanent appointments to supervisory or managerial positions
- Senior level civilians in positions of leadership or program/project managers
- Military supervisors of civilians and other DoD employees
- GS13–15 or comparable NSPS pay band

### **Prerequisite for Resident Phase**

Foundation Course, if required

Basic Course, Intermediate Course or substitution for each

### **Course Credit/Substitution for Resident Phase**

Courses: AMSC/SBLM, CGSC/ILE, WOSSC, SMC or more advanced level

# CES Courses Resident Phase

Location	Dates	Application Deadline	Course
Fort Belvoir	15 Oct – 9 Nov	7 Jun	<div>Advanced Course</div> <div>←</div> <div>Intermediate Course</div> <div>←</div> <div>Basic Course</div> <div>←</div>
Fort Belvoir	15 Oct – 2 Nov	7 Jun	
Fort Leavenworth	15 – 26 Oct	7 Jun	
Fort Leavenworth	5 – 16 Nov	8 Jul	



# Course Schedule

Advanced Course		Intermediate Course		Basic Course	
Course Date/ Application Deadline		Course Date/ Application Deadline		Course Date/ Application Deadline	
15 Oct 07 – 9 Nov 07	7 Jun 07	15 Oct 07 – 2 Nov 07	7 Jun 07	15 Oct 07 – 26 Oct 07	7 Jun 07
7 Jan 08 – 01 Feb 08	2 Sep 07	27 Nov 07 – 14 Dec 07	30 Jul 07	5 Nov 07 – 16 Nov 07	8 Jul 07
11 Feb 08 – 7 Mar 08	15 Oct 07	14 Jan 08 – 1 Feb 08	17 Sep 07	3 Dec 07 – 14 Dec 07	3 Aug 07
24 Mar 08 – 18 Apr 08	26 Nov 07	3 Mar 08 – 21 Mar 08	4 Nov 07	7 Jan 08 – 18 Jan 08	9 Sep 07
28 Apr 08 – 23 May 08	31 Dec 07	14 Apr 08 – 2 May 08	16 Dec 07	28 Jan 08 – 8 Feb 08	30 Sep 07
2 Jun 08 – 27 Jun 08	3 Feb 08	2 Jun 08 – 20 Jun 08	3 Feb 08	25 Feb 08 – 7 Mar 08	28 Oct 07
14 Jul 08 – 8 Aug 08	16 Mar 08	14 Jul 08 – 1 Aug 08	16 Mar 08	10 Mar 08 – 21 Mar 08	11 Nov 07
25 Aug 08 – 19 Sep 08	7 Jun 08	11 Aug 08 – 29 Aug 08	13 Apr 08	24 Mar 08 – 4 Apr 08	25 Nov 07
		8 Sep 08 – 26 Sep 08	11 May 08	07 Apr 08 – 18 Apr 08	9 Dec 07
				28 Apr 08 – 9 May 08	30 Dec 07
				12 May 08 – 23 May 08	13 Jan 08
				9 Jun 08 – 20 Jun 08	10 Feb 08
				7 Jul 08 – 18 Jul 08	8 Mar 08
				21 Jul 08 – 1 Aug 08	23 Mar 08
				11 Aug 08 – 22 Aug 08	13 Apr 08
				8 Sep 08 – 19 Sep 08	11 May 08

Application deadline based on 120 day window; 90 days for dL completion  
(upon application approval) and 30 days prior to resident class start date for administrative purposes

# Senior Service College (SSC)

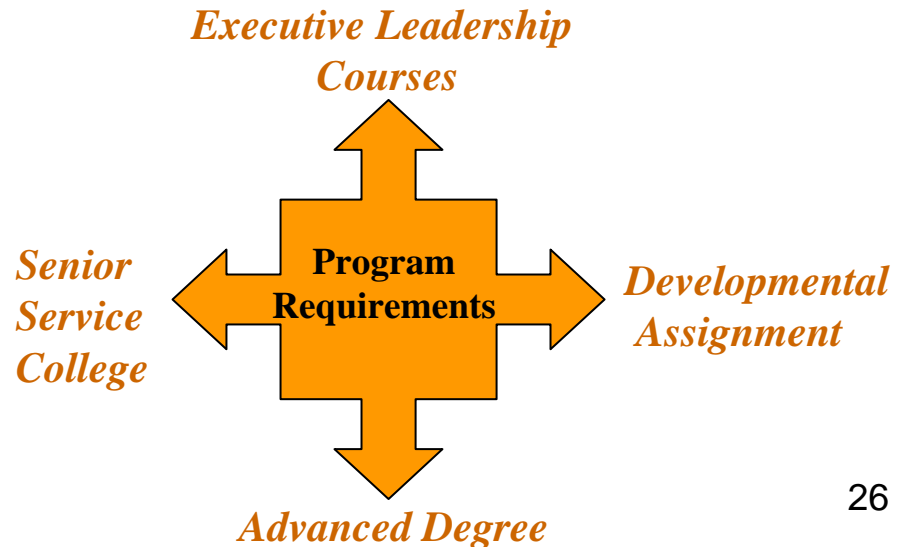
- SSC is at the apex of a civilian's leader educational development and prepares civilians for positions of greater responsibility.
- SSC is for civilians who require an understanding of complex policy and operational challenges and increased knowledge of the national security mission.
- DA Secretariat Board Selections (Order of Merit List)
  - Education/Grade requirement
    - GS/GM-14/15 or comparable NSPS pay band.
    - Have three years in a permanent appointment before admittance to SSC.
    - Possess a baccalaureate degree from an accredited college or university.
    - Complete the CES Advanced Course or equivalent.

***Army Graduate Placement Program is required for all SSC graduates***

# Defense Leadership and Management Program (DLAMP)

- Program designed for joint civilian leader training, education and development within and across Department of Defense
- Army Requirements
  - GS/GM – 14/15 or comparable NSPS pay band
  - Three years in a permanent appointment before admittance to DLAMP
  - Possess a baccalaureate degree from an accredited college or university
  - Complete the CES Advanced Course or equivalent

Announced enrollment  
<http://www.cpol.army.mil>



# Things to Come

- Communities of Practice
- Central Learning Site
- Training Management System

# Summary

“Our goal, is to create Army civilians who, as *pentathletes*, exemplify the **Civilian Core Creed** in dealing with the full range of challenges they will face in providing our Soldiers with the resources, quality of life, infrastructure, and other Support they will need to accomplish the Army mission.” *2007 Army Posture Statement*

## ***Embrace opportunities to grow as leaders***

- Become **self-aware** ~ understand your strengths and weaknesses....work to improve upon your weaknesses
- Accept **challenging assignments**, cross-train, take on a difficult task
- Take on a **self-study assignment** ~ participate in eLearning or read a book
- Apply **now** or plan to attend a course in the **Civilian Education System**

**AMSC homepage: <http://www.amsc.belvoir.army.mil>**



# Questions?

## Email

**USAGDCTEE@amedd.army.mil**

**CivilianLeaderDevelopment@hqda.army.mil**

## Homepage

**<http://www.detrick.army.mil/dctee>**

# **CES Registration**

**Visit the AMSC Home Page at**  
**<http://www.amsc.belvoir.army.mil>**

**Click on the “Civilian Education System”  
tab at the top**

**For Fort Belvoir, contact**  
**Ms. Angela Williams, Registrar**  
**(703) 805-4757, DSN 655-4757**  
**[registrar@amsc.belvoir.army.mil](mailto:registrar@amsc.belvoir.army.mil)**

**For Fort Leavenworth, contact**  
**Ms. Carrie Criqui, Registrar**  
**(913) 758-3506, DSN 585-3506**  
**[cesbc@leavenworth.army.mil](mailto:cesbc@leavenworth.army.mil)**

# Websites

- *Self Development*

Smartforce: <https://www.atrrs.army.mil/channels/eLearning/smartforce/>

- *Self Awareness*

Leader development portfolio

<https://www.us.army.mil/suite/page/279956>

CLIMB (180 assessment)

<http://www.123assess.com/climb/home.do>

Management Competency Assessment Tool (MCAT)

[http://64.210.244.55/OPM\\_mcat/Default.aspx](http://64.210.244.55/OPM_mcat/Default.aspx)

- *Senior Service College (applications Training and Leader Dev)*

<http://www.cpol.army.mil>

# CES Equivalency

CES COURSES		
Civilian Legacy		Military LD
Civilian Leadership and Development Course	<b>Basic Course</b>	Officer Basic Course, Warrant Officer Advanced Course, and Advanced NCO Course
Organizational Leadership for Executives	<b>Intermediate Course</b>	Captains Career Course, Warrant Officer Senior Course and First Sergeant Course
Sustaining Base Leadership and Management	<b>Advanced Course</b>	Command and General Staff College, Intermediate Level Education, Warrant Officer's Senior Staff Course, and Sergeant Majors Course